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Gender in UNDP

Gender action plan, 2006-2007

1. The international development agenda includes 'gender equality and women's empowerment' as means to achieve all the Millennium Development Goals (MDGs), and as a goal in its own right (MDG-3). The challenge is to translate this commitment into action.

2. UNDP's gender policy is based on a two-pronged approach to achieving gender equality:

(a) *Integrating a gender perspective* into all policies and programmes across each core priority of UNDP to ensure that men and women fully participate in and benefit from development outcomes.

(b) *Investing dedicated resources* in specific interventions that empower women, reduce their vulnerability, build their leadership, provide them with access to resources, and protect their human rights.

3. The gender action plan for 2006-2007 is designed to strengthen UNDP capacities at all levels and to enhance its delivery of gender-responsive policies and programmes, in a systematic, visible and measurable way. Mainstreaming gender is a strategy for achieving this overall objective with greater accountability for results.

4. The Executive Board endorsed the corporate gender strategy of UNDP and the interim action plan for 2005. The Board requested a revised gender action plan for 2006-2007 based on the recommendations of the independent evaluation report on gender in UNDP.

5. The management response to the evaluation report and a report on progress made in 2005 to implement the gender action plan are the subject of separate documents. It will be noted that 45 country offices, four regional service centres/subregional resource facilities (SURFs) and five headquarters units are engaged in building their staff and management capacities; reviewing their portfolio of programmes and resource allocation and developing a gender mainstreaming

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contribution of from the Government of the Netherlands, will continue with supplementary core funds.

6. The attached gender action plan is a two-year plan designed around four goals. It responds to the main areas of concern identified by the evaluation report:

Goal 1: Commitment and accountability at all levels

Goal 2: Capacities: gender training, knowledge sharing and networking

Goal 3: Communication and visibility for good practices

Goal 4: Core and non-core resources aligned with commitments

7. Renewed efforts to implement the MDGs at the country level and further decentralize support to the regional service centres, offer real opportunities to build joint UNDP/United Nations Development Fund for Women (UNIFEM) 'regional knowledge hubs' within regional service centres to support country offices and United Nations country teams (UNCTs).

8. UNDP will scale up UNIFEM innovations; build on its knowledge and expertise to strengthen the capacity of UNDP to address the feminization of poverty and HIV/AIDS; the vulnerability of women and girls to crisis and to violations of their rights; their exclusion from decision-making; and their lack of access to resources and energy services. These are all core UNDP priorities, and each has a gender dimension that UNDP itself needs to address.

9. The results-based management and performance management systems will reflect the priority accorded to these issues. Institutional 'scorecards' will help measure progress and account for results through the multi-year funding framework (MYFF) as well as track investments through the Atlas system.

10. Corporate responsibility has been established at the highest level. The Executive Director of UNIFEM and the Director of the Bureau for Development Policy (BDP) jointly chair the UNDP Senior Gender Task Force, and both are members of the Senior Management Team led by the Administrator.

11. UNDP is making significant efforts to transform its internal capacities and provide gender analysis at the pre-planning stages; policy advisory services; knowledge products; and services that promote gender equality and women's empowerment. Gender mainstreaming is a strategy that helps UNDP systematize the integration of a gender perspective in innovative ways that have inspired development partners.

12. UNDP is in a unique position to take leadership and engage the entire United Nations system in a coordinated, effective country-level implementation of the MDGs that empowers women and bridges gender gaps. It plays a leadership role in the United Nations Development Group (UNDG) and the United Nations Resident Coordinator system. It has a global network of country offices and regional service centres and a close association with UNIFEM. The next two years will be critical to firmly establishing UNDP capacities and leadership in promoting gender equality and women's empowerment.

GOAL 1. Commitment: leadership commitment and performance indicators				Scorecard 1, 3, 7, 10, 12
Outcomes	**Outputs**	**Results indicators: year 1**	**Results indicators: year 2**	**Responsible parties**
Gender equality and women's empowerment fully recognized and supported as a core objective of UNDP and as central to the achievement of the MDGs Gender equality and women's empowerment integrated in all policies and programmes to enhance development effectiveness	Administrator's vision statement on gender as core UNDP business 'Gender compact' concluded between Administrator and Bureau heads and between Regional Bureau heads and Resident Representatives/ Resident Coordinators on specific annual programmatic and management deliverables UNDP achievements and good practices in gender mainstreaming showcased	Annual Administrator awards for outstanding achievement established and presented at the Global Staff Forum Corporate policy documents and statements include UNDP commitment to gender equality Annual report on gender in UNDP programme and management performance institutionalized Administrator's advisory group on gender established Performance monitored at institutional and management levels: results in multi-year funding framework (MYFF) reports and results and competency assessments of managers and staff Gender on the agenda of senior management strategic planning and policy meetings and Resident Representatives'/Resident Coordinators' cluster meetings **Roll-out of the gender score card: baseline and benchmarks established**	Champions and centres of excellence identified in each region Incentive system in place Corporate performance reviewed and scored, and new targets established Multi-year gender mainstreaming strategy and action plan developed for next MYFF period Allocation for gender mainstreaming in the next biennium budget	Office of the Administrator Office of Human Resources (OHR) BDP BDP/gender unit Bureau of Management (BOM) Senior managers in UNDP Resident Coordinators/Resident Representatives Regional Bureaux Learning Resources Centre (LRC)/BDP Communications Office of the Administrator (COA)

	Gender mainstreaming strategy implemented in country offices, regional centres and headquarters units using innovative approaches	Systematic gender review of policy and programme documents institutionalized Gender analysis becomes a pre-condition for programme approval by all project appraisal committees Support to implementation of country office gender mainstreaming strategy extended to 50 country offices and all regional centres	UNDP champions gender mainstreaming as an effective strategy Support to implementation of country office gender mainstreaming strategy extended to 37 country offices.	Practice Directors Bureau Directors All managers Operations Support Group (OSG) BDP gender unit
UNDP accountable for programme and management performance in promoting gender equality and women's empowerment and the impact on development effectiveness	Gender mainstreaming indicators developed and implemented for tracking and measuring progress	Specific performance indicators established based on effective compliance with the 'gender driver' in the MYFF Clear reporting guidelines on the 'gender driver' in MYFF developed and implemented Consistent progress recorded in line with the corporate score card and the Triennial Comprehensive Policy Review (TCPR) Monitoring results from the MYFF database for continued reporting Gender mainstreaming reflected in all service lines under the 'gender driver', with identifiable action and increased resources	High performance on the 'gender driver' reported in MYFF report Assess indicators to measure (a) programme performance (b) impact of gender mainstreaming on development effectiveness Results in TCPR demonstrate a high level of institutional performance	OSG BDP

GOAL 2. Capacities: gender training, knowledge sharing and networking				Scorecard 4
Outcomes	**Outputs**	**Results indicators: year 1**	**Results indicators: year 2**	**Responsible parties**
In-house gender expertise available to support gender mainstreaming in all core priorities Management and staff capacities enhanced in gender mainstreaming at all levels	Gender focal points system institutionalized as a core function in all country offices and Bureaux with main responsibility to monitor and track performance Strong network of gender experts established, in partnership with UNIFEM Gender training integrated into all staff and management training programmes: gender mainstreaming and women's empowerment are responsibilities of all.	All staff complete mandatory gender training course (1,000) Series of tailored gender training for managers and staff (continued) New Virtual Development Academy module on gender rolled out UNDP gender learning 'Institute@' established as annual event Training module developed on the role of men and mainstreaming for results	Thematic gender experts available in all core practices and in regional centers Series of tailored gender training for managers and staff (completed) Regular face-to-face gender training systematized (Regional cluster meetings) VDA gender course completed by 100+mid-management Qualitative assessment of all gender training programmes	LRC Resident Representatives/ Resident Coordinators Senior managers Directors of regional centres BDP gender unit
The Resident Coordinator system and UNCT exercise effective coordination on gender in line with TCPR	Gender mainstreamed in United Nations Development Assistance Frameworks (UNDAFs), Common Country Assessments (CCAs), MDGs, Poverty Reduction Strategy Papers (PRSPs) and national human development reports (NHDRs).	UNCT/gender theme groups established and trained in additional 50 countries Country gender assessment jointly produced by the World Bank and UNCTs in pilot countries United Nations/World Bank common gender assessment in place in additional countries	Additional 37 UNCT gender theme groups established and trained United Nations joint programmes use common set of data on gender gaps in countries	Resident Representatives/ Resident Coordinators UNDG task force on gender BDP gender unit (backstopping)

Gender mainstreaming in core practices: UNDP recognized for its leadership in engaging men and women in (a) reducing feminized poverty; (b) women's vulnerability to HIV/AIDS; (c) conflict; (d) promoting women's rights and equal role in democratic governance; (e) access to natural resources and energy services	Gender equality mainstreamed in all UNDP programmes and in MDG implementation (scaled-up responses on MDGs where gender mainstreaming/women's empowerment will feature as one of the main components)	High reliance on the 'gender driver' in the next MYFF report All programmes cleared for gender responsiveness as a precondition for approval Sex-disaggregated data and gender analysis integrated into planning, with specific outcomes, activities and investment for bridging gender gaps A gender lens integrated into all MDG processes: reporting, advocacy and capacity development Gender mainstreaming integrated into all country programmes and other business processes [1] Gender analysis built into the programming manual MDG monitoring to flag disparities between men and women, identify gender impact and ensure gender monitoring of all targets	Increased gender mainstreaming reporting all core practices, Regional Bureaux and country office programmes Gender analysis mainstreamed into all country office work and inter-agency processes (CCA/UNDAFs, PRSPs, MDGs) MDG implementation 'engendered'	Practice Directors Bureau Directors Resident Representatives/ Resident Coordinators Directors of regional centres BDP gender unit (backstopping)

[1] Including programming manuals, *UNDP User Guide*, MDG guidelines, and other relevant guidelines.

Goal 3. Communication and visibility				
Outcomes	**Outputs**	**Results indicators: year 1**	**Results indicators: year 2**	**Responsible parties**
Knowledge products and best practices in gender mainstreaming packaged and shared across regions	Gender knowledge platforms established in four regional centres/SURFs (Bratislava, Colombo, Beirut, Panama and El Salvador) to provide expertise to country offices	'Gender mainstreaming workspace' established in the knowledge network system Human Development Reports (HDRs) and NHDRs introduce updated 'gender development indicators' and 'gender empowerment measures'	Compendium of best practices shared within the United Nations system on "how to mainstream gender" Web of Information for Development (WIDE) roster updated and increasingly used by UNDG and other United Nations entities Gender equality and women's rights-based approach integrated into all HDRs – global, regional, and national	BDP knowledge network BDP knowledge management BDP/ gender unit Regional service centres/SURFs) HDR Office
	Innovative gender main-streaming initiatives and processes documented and packaged into knowledge products	Consolidated report on UNDP gender trust fund achievements produced	Institutional transformation: gender mainstreaming experience of UNDP documented and shared as best practice	BDP knowledge network BDP gender unit COA
GOAL 4. Core and non-core financial resources aligned with policy commitments				**Scorecard 8, 9**
Outcomes	**Outputs**	**Results indicators: year 1**	**Results indicators: year 2**	**Responsible parties**
Gender mainstreaming and gender programming fully resourced	Increased UNDP core resources for gender mainstreaming and programming Financial commitment aligned with policy commitments by all units	Increased resources for gender programming at country, regional and global levels. Special allocation from core to match non-core thematic trust fund (TTF) funds for gender mainstreaming Programme resources allocated for gender mainstreaming by each Bureau and core practice Incremental funding targets for gender programmes within each	All country offices and regional bureau increase budgets for mainstreaming gender equality and women's empowerment Allocation for gender mainstreaming in the next biennium budget	BOM Regional Bureaux/ Regional Bureau Directors Resident Representatives/ Resident Coordinators

	Non-core resources mobilized for gender programming	Additional donor funding mobilized through the gender TTF Agreements with other donors made, including mobilizing and allocating resources to strengthen the gender components of the integrated package. Incremental funding targets for gender programmes within each TTF	Increase in donor funding for gender programmes Core practice TTFs increase their funding target for gender programmes	BDP
	Atlas-based system in place for tracking core and non-core investments in gender equality and women's empowerment programmes	Atlas marker permits systematic tracking of gender-related investments in UNDP Country case studies conducted	Assess effectiveness of Atlas tracking system of specific and integrated funds invested in gender equality and women's empowerment	BOM BDP gender unit